

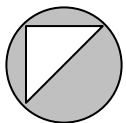
# ***STRATEGIC PLAN***

## ***2009→2014→2020***



CITY OF COLLEGE STATION  
*Home of Texas A&M University®*

***College Station, Texas***  
***June 2009***



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# Table of Contents

<b>Strategic Planning for the City of College Station</b>	<b>1</b>
<b>College Station: Community Vision</b>	<b>3</b>
<b>City of College Station: Mission and Core Beliefs</b>	<b>5</b>
<b>College Station Plan 2009 – 2014</b>	<b>8</b>
<b>City of College Station Action Agenda 2009 – 2010</b>	<b>22</b>

# **STRATEGIC PLANNING FOR THE CITY OF COLLEGE STATION**

# Strategic Planning Model for the City of College Station

Value-based principles that  
describe the preferred  
future in 15 years

## VISION

Destination  
“You Have Arrived”

Strategic goals that focus  
outcome-base objectives and  
potential actions for 5 years

## PLAN

Map  
“The Right Route”

Focus for one year – a work  
program: policy agenda for  
Mayor and Council,  
Management for staff; major  
projects

## EXECUTION

Itinerary  
“The Right Direction”

Principles that define the  
responsibility of city government  
and frame the primary services  
– core service businesses

## MISSION

Vehicle  
“The Right Bus”

Personal values that define  
performance standards and  
expectations for employees

## CORE BELIEFS

Fuel  
“The Right People”

# **COLLEGE STATION: COMMUNITY VISION**

# *City of College Station: Community Vision*

College Station, the proud home of Texas A&M University and the heart of the Brazos Valley, will be a vibrant, progressive, knowledge-based community which promotes the highest quality of life by...

- ensuring safe, tranquil, clean and healthy neighborhoods with enduring character;
- increasing and maintaining the mobility of College Station citizens through a well planned and constructed inter-modal transportation system;
- expecting sensitive development and management of the built and natural environment
- supporting well planned, quality and sustainable growth;
- valuing and protecting our cultural and historical community resources
- developing and maintaining quality cost-effective community facilities, infrastructure and services which ensure our city is cohesive and well connected; and
- pro-actively creating and maintaining economic and educational opportunities for all citizens.

College Station will remain among the friendliest and most responsive of communities and a demonstrated partner in maintaining and enhancing all that is good and celebrated in the Brazos Valley. It will forever be a place where Texas and the world come to learn.

# **CITY OF COLLEGE STATION: MISSION AND CORE BELIEFS**

# ***City of College Station***

## ***Mission Statement***

**On behalf of the citizens of College Station,  
home of Texas A&M University, we will  
continue to promote and advance the  
community's quality of life.**



# *City of College Station*

## *Core Beliefs*

### **To Promote:**

- The health, safety, and general well being of the community
- Excellence in customer service
- Fiscal responsibility
- Involvement and participation of the citizenry
- Collaboration and cooperation
- Regionalism: be active member of the Brazos Valley community and beyond
- Activities that promote municipal empowerment

### **Organizational Values**

- Respect everyone
- Deliver excellent service
- Risk, Create, Innovate
- Be one city, one team
- Be personally responsible
- Do the right thing – act with integrity and honesty
- Have fun

# **COLLEGE STATION PLAN 2009 – 2014**

# ***City of College Station Goals 2014***

**Financially Sustainable City Providing Response to  
Core Services and Infrastructure**

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**Neighborhood Integrity**

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**Diverse Growing Economy**

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**Best City to Live In the United States**

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**Green Sustainable City**

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**Exceptional Multi Modal Transportation**

# Goal 1

## Financially Sustainable City Providing Response to Core Services and Infrastructure

### OBJECTIVES

1. Maintain sufficient, diverse city revenues to support defined core city services and service levels
2. Maintain city reserves consistent with city policies
3. Invest in the city's physical infrastructure which is well maintained and expands to meet future needs
4. Deliver core services in the most efficient, cost effective manner
5. Attract and retain highly competent city staff based upon performance
6. Maintain a high level of customer satisfaction with city services
7. Improve communications (two way) with residents on city plans, policies and services through diverse methods

### MEANS TO CITIZENS

1. Value for their tax dollars and fees.
2. Easy access to city information and services.
3. Top-quality employees committed to serving the College Station community.
4. Responsible stewardship of the City's resources.
5. Reliable city services that are invisible on a daily basis.

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Defining "core" city services based upon community needs
2. Implementing new programs and services with limited resources
3. Uncertain national economy and the impact on College Station
4. Effectively communicating with residents, businesses and visitors
5. Resolution of lawsuits

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Funding for major projects
2. City facilities and their impact on productivity and service delivery
3. Paying for growth
4. Who pays for services and infrastructure improvement
5. Taxpayers willingness and ability to pay for services, facilities and infrastructure

### **POLICY ACTIONS 2009 – 2010**

	<b>PRIORITY</b>
1. Long Term Financial Plan with Projections: Development	Top Priority
2. City Hall: Public Education, Direction, Location, Timing, Next Steps	Top Priority
3. Outside Agency Funding: Re-Evaluation, Direction	
4. Relationship with City of Bryan: Strategy and Actions	

### **MANAGEMENT ACTIONS 2009 – 2010**

	<b>PRIORITY</b>
1. Marketing and Communications Plan: Development and Action Steps	Top Priority
2. Core Services Plan: Identification, Development (“Right Sizing”)	High Priority

### **MAJOR PROJECTS AND INITIATIVES 2009 – 2010**

1. Aggie Field of Honor: Marketing and Sales
2. Banking Services: Direction
3. Human Resource Policies: Update
4. CAD Hardware/MDT Replacement
5. Recreation Fee Schedule: Update
6. Road Impact Fees: Study and Direction
7. Water Impact Fees: Study and Direction
8. Classification and Compensation Study: Implementation, Funding
9. Other Financial Mechanisms for Roads: Evaluation, Direction
10. Landfill/BVSWMA Litigation: Resolution
11. Tax Rate: Review and Direction
12. HOT Tax: Direction
13. Stormwater: Re-Evaluation, Project, Funding Direction

### **ON THE HORIZON**

1. Citizen Request Management
2. Community Center: Defined Purpose, Evaluation, Direction
3. Electric Utility Fund Transfer: Policy Direction

## Goal 2

# Neighborhood Integrity

### OBJECTIVES

1. Ensure that neighborhoods remain highly-livable and are driven by quality of life
2. Implement the comprehensive plan through policies, ordinances and decisions
3. Increase the safety of rental housing stock
4. Support strong Homeowners Associations that work with residents and the City
5. Develop sustainable neighborhoods that address the needs of various population groups
6. Preserve the character of historic neighborhoods

### MEANS TO CITIZENS

1. Protection of property values.
2. Attractive, livable neighborhoods.
3. Sense of neighborhood identity and pride with neighbors helping neighbors.
4. Place to live, raise our families and socialize with friends and neighbors.
5. Predictable future development and redevelopment.

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Community benefit vs. personal property rights
2. Perception of the City's development standards and processes
3. Some owners not taking responsibility for their properties

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Clear, consistent and balanced policy direction
2. Impact of national economic situation resulting in slower than anticipated growth
3. Older areas needing redevelopment and revitalization
4. Communications and coordination with Texas A&M University
5. Relationship between neighborhoods and developers

### **POLICY ACTIONS 2009 – 2010**

	<b>PRIORITY</b>
1. Comprehensive Plan: Implementation Ordinances	High Priority
2. UDO Oversight Committee: Definition, Direction, Revision	High Priority
3. Redevelopment: Areas, Plans, City Actions (including Highway 30 [Harvey] Corridor Redevelopment Evaluation, Strategy and Actions)	High Priority
4. Rental Registration and Inspection: Enhancement and Incentives	

### **MANAGEMENT ACTIONS 2009 – 2010**

	<b>PRIORITY</b>
1. Neighborhood Quality of Life Index: Definition, Development	Top Priority
2. Development Process: Review, Refinement	

### **MAJOR PROJECTS AND INITIATIVES 2009 – 2010**

1. Building Code: Update
2. Zero Rise Ordinance: Development, Direction
3. Utility Service Extension Policy: Direction
4. Historic Preservation Overlay Area: Direction

### **ON THE HORIZON**

1. Topographic/Aerial Survey
2. Annexation: Policy Review, Direction, City Action

## Goal 3

# Diverse Growing Economy

### OBJECTIVES

1. Expand and diversify the local economy and tax base
2. Collaborate with community partners (Texas A&M University and Economic Development Organizations) to produce economic benefit to all residents
3. Develop opportunities and partnerships which position College Station as a national center for biotechnology
4. Expand tourism economy and supporting infrastructure
5. Redevelop strategic commercial areas of College Station
6. Have land available for business development
7. Maintain and enhance retail economy
8. Develop and enhance medical and health care center

### MEANS TO CITIZENS

1. Opportunities to work near home.
2. Community partners working together.
3. Opportunity to start and grow a business in College Station.
4. Quality job opportunities for residents.
5. Convenience for shopping, entertainment and jobs.

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Growing number of retirees
2. Need for a Convention Center to support the tourism economy
3. Relationship between the City's Economic Development and Research Valley Partnership
4. Growing recognition as a biotechnology center
5. Grow locally or attract new businesses

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Competition from other communities
2. Aging commercial centers and corridors
3. National economy and access to capital
4. City's role and use of incentives



### **POLICY ACTIONS 2009 – 2010**

- |  | <b>PRIORITY</b>  |
|--|--|
| 1. Convention Center: Design, Financing Plan, Financial Impact Analysis, Business Plan | <div style="border: 1px solid black; padding: 2px; display: inline-block;">Top Priority</div>  |
| 2. Signature Event for City of College Station: Direction, Funding                     | <div style="border: 1px solid black; padding: 2px; display: inline-block;">High Priority</div> |
| 3. Research Valley Partnership: Goals, Roles, Relationship to City                     |  |

### **MANAGEMENT ACTIONS 2009 – 2010**

- |  | <b>PRIORITY</b>  |
|--|--|
| 1. Medical Corridor Study: Completion              | <div style="border: 1px solid black; padding: 2px; display: inline-block;">High Priority</div> |
| 2. Community Branding College Station: Development |  |

### **MAJOR PROJECTS AND INITIATIVES 2009 – 2010**

1. Commercial Areas Redevelopment: Areas, Plan, Actions
2. Convention and Visitor's Bureau: Evaluation, Performance Expectations
3. Retail Center Development (SH 6 and William D. Fitch Parkway)
4. Lynntech Science Park Master Plan: Development
5. Northgate District Streets, Parking and Facilities: Direction and Actions

### **ON THE HORIZON**

1. College Station Business Association: Definition, Direction, City's Role
2. Weingarten: Resolution
3. Mall Future: Discussion, Strategy, City Actions

# Goal 4

## Best City to Live In the United States

### OBJECTIVES

1. Develop a reputation: “cool place” to live for attracting and retaining young professionals
2. Maintain personal safety and security for College Station residents
3. Expand leisure and recreational venues, programs and services responsive to the needs of all generations
4. Continue as a place that is attractive for retirees

### MEANS TO CITIZENS

1. Being safe and secure at home, in the neighborhood and throughout the community.
2. Choices for your leisure time.
3. Convenience – you can stay in the community during your leisure activities.
4. Others desire to live in College Station, businesses desire to come here.
5. Protection of property and home values.

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Job opportunities for well-educated, young professionals
2. Defining the City’s role in leisure activities
3. Amenities for young professionals
4. Funding for projects

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Involving residents in community safety
2. Competition with other cities

### **MANAGEMENT ACTIONS 2009 – 2010**

	<b>PRIORITY</b>
1. Fire Station #6 (University Drive): Location, Design	Top Priority
2. Community Policing: Expansion	High Priority
3. Wolf Pen Creek Festival Ground: Funding	High Priority

### **MAJOR PROJECTS AND INITIATIVES 2009 – 2010**

1. New, Affordable Housing Units
2. Down Payment Assistance Program  
(including Home Buyer and Credit  
Counseling)
3. Community Housing Development  
Organization: Funding, Monitoring  
Process
4. Community Event Support
5. Police Department Leadership
6. Castle Rock Park: Design
7. Creek View Park: Design, Construction
8. Skate Park: Direction

### **ON THE HORIZON**

1. Park Land Acquisition: Direction
2. Arts Council: City's Role, Direction,  
Actions, Funding Level
3. Windwood Park Redevelopment

# Goal 5

## Green Sustainable City

### OBJECTIVES

1. Reduce overall per capita water consumption
2. Increase renewable green energy in a portion of purchased power while reducing the overall energy consumption
3. Develop mechanisms to reuse water in the community
4. Reduce the overall per capita volume of waste generated in the community
5. Develop environmentally sound, economically feasible means to dispose of waste
6. Reduce global warming emissions in the city operations through realistic targets
7. Expand open, green spaces throughout the community
8. Incorporate LEED or equivalent standards in development regulations and building codes
9. Become recognized as a leader in application of green and sustainability concepts to the City and community

### MEANS TO CITIZENS

1. City acting as an environmental steward.
2. Creating a culture in the community that embraces sustainability.
3. Changing daily living patterns.
4. Conservation and preservation of College Station's natural resources.
5. Attractive, beautiful community.

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Educating the community on the concepts of "Green" and "Sustainable"
2. Defining "Green and "Sustainability" concept and their application to College Station
3. Changing consumption patterns

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Funding for projects
2. Resistance in the community
3. Return on investment and community benefit
4. Evolving technology

### **POLICY ACTIONS 2009 – 2010**

- |                                      | <b>PRIORITY</b>  |              |
|--------------------------------------|--|--------------|
| 1. Long-Term Water Plan: Development | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority                         |  |              |
| 2. Landfill: Direction, City Action  | <table border="1"><tr><td>Top Priority</td></tr></table> | Top Priority |
| Top Priority                         |  |              |

### **MANAGEMENT ACTIONS 2009 – 2010**

- |  | <b>PRIORITY</b>   |               |
|--|---|---------------|
| 1. Water Conservation Program:<br>Enhancements   | <table border="1"><tr><td>Top Priority</td></tr></table>  | Top Priority  |
| Top Priority   |   |               |
| 2. Green and Sustainable Initiatives:<br>Direction, Funding                              | <table border="1"><tr><td>Top Priority</td></tr></table>  | Top Priority  |
| Top Priority   |   |               |
| 3. Sustainability Coordinator: Position  | <table border="1"><tr><td>High Priority</td></tr></table> | High Priority |
| High Priority  |   |               |
| 4. Alternative Energy<br>Study/Comprehensive Plan:<br>Development (Wind, Solar, Nuclear) |   |               |

### **MAJOR PROJECTS AND INITIATIVES 2009 – 2010**

1. Wind Watts Program: Marketing to Community
2. Renew Well 4 Lease: City of Bryan Approval
3. Recycling Feasibility Study
4. Reclaimed Water: Options, Direction, Actions
5. Tree Ordinance: Development, Direction
6. LEED and Building Code: Direction

### **ON THE HORIZON**

1. Bee Creek Drainage Study (East of Highway 6)

# Goal 6

## Exceptional Multi Modal Transportation

### OBJECTIVES

1. Provide an efficient public and private transportation network to ensure mobility and safety to our residents
2. Implement state-of-the-art transportation management programs and systems
3. Improve the operational efficiency of existing transportation networks
4. Expand multi use trail system within College Station
5. Secure state and federal transportation funds to improve the transportation system
6. Expand road capacity to accommodate traffic volume at the existing level of service
7. Increase traffic and pedestrian safety throughout the city
8. Maintain high quality city streets consistent with City's policy

### MEANS TO CITIZENS

1. Predictable, acceptable travel times within College Station.
2. Mobility choices.
3. Leveraging city resources to improve the City's transportation system.
4. Safer travel within College Station.
5. Quality, well-maintained city streets.

### SHORT TERM CHALLENGES AND OPPORTUNITIES

1. Developing trails and bike lanes for connecting community destinations (work, school, parks, stores)
2. Funding for transportation projects
3. Changing mobility patterns of residents
4. Safer travel for bikes

### LONG TERM CHALLENGES AND OPPORTUNITIES

1. Conflicting priorities
2. Residents' expectations of travel times
3. Airline service to the community

### **POLICY ACTIONS 2009 – 2010**

1. Northgate Pedestrian Safety Project: Direction
2. Greenways and Bike Master Plan: Development, Funding Sources and Direction on Implementation
3. High Speed Rail: City Participation, Direction

#### **PRIORITY**

High Priority

### **MANAGEMENT ACTIONS 2009 – 2010**

1. Bryan/College Station Regional Mobility Initiative – Traffic Signal Synchronization: Funding
2. Lakeway Road Extension Project: Direction
3. Holleman: Traffic Analysis, City Actions (Texas Avenue East to Dartmouth)

#### **PRIORITY**

Top Priority

### **MAJOR PROJECTS AND INITIATIVES 2009 – 2010**

1. Traffic Engineering Division (in Public Works): Creation
2. Rock Prairie Widening Project: ROW Acquisition
3. 2818/Wellborn Flyover (TxDOT) Project
4. Texas Avenue Streetscape Project
5. Veterans Memorial Ring Trail System: Plan, Direction, Funding
6. Holleman Extension: Funding (South of 2818)
7. Barron Road Project (BTU Utility Lines)
8. Red Light Cameras Program: Expansion
9. Rock Prairie Road Truck Traffic Restrictions: Evaluation, Direction

### **ON THE HORIZON**

1. Airport: Partner with Other Organizations for Promotion (including Chamber, RVP, Convention and Visitor)
2. Loop Road Plan: Development (MPO)
3. Bird Pond Road Project: Funding

# **CITY OF COLLEGE STATION ACTION AGENDA 2009 – 2010**



# ***City of College Station Policy Agenda 2009 – 2010***

## **TOP PRIORITY**

**Convention Center: Design, Financing Plan, Financial Impact Analysis, Business Plan**

**Long-Term Water Plan: Development**

**Long Term Financial Plan with Projections: Development**

**City Hall: Public Education, Direction, Location, Timing, Next Steps**

**Landfill: Direction, City Action**

## **HIGH PRIORITY**

**Comprehensive Plan: Implementation Ordinances**

**Signature Event for City of College Station: Direction, Funding**

**UDO Oversight Committee: Definition, Direction, Revision**

**Northgate Pedestrian Safety Project: Direction**

**Redevelopment: Areas, Plans, City Actions**

# ***City of College Station Management Agenda 2009 – 2010***

## **TOP PRIORITY**

**Marketing and Communications Plan: Development and Action Steps**

**Water Conservation Program: Enhancements**

**Bryan/College Station Regional Mobility Initiative – Traffic Signal  
Synchronization: Funding**

**Neighborhood Quality of Life Index: Definition, Development**

**Fire Station #6 (University Drive): Location, Design**

**Green and Sustainable Initiatives: Direction, Funding**

## **HIGH PRIORITY**

**Community Policing: Expansion**

**Core Services Plan: Identification, Development (“Right Sizing”)**

**Wolf Pen Creek Festival Ground: Funding**

**Sustainability Coordinator: Position**

**Medical Corridor Study: Completion**

# ***City of College Station***

## ***Major Projects and Initiatives***

### ***2009 – 2010***

**Aggie Field of Honor: Marketing and Sales**

**Human Resource Policies: Update**

**CAD Hardware/MDT Replacement**

**Recreation Fee Schedule: Update**

**Road Impact Fees: Study and Direction**

**Water Impact Fees: Study and Direction**

**Classification and Compensation Study: Implementation, Funding**

**Building Code: Update**

**New, Affordable Housing Units**

**Down Payment Assistance Program (including Home Buyer and Credit Counseling)**

**Community Housing Development Organization: Funding, Monitoring Process**

**Community Event Support**

**Police Department Leadership**

**Wind Watts Program: Marketing to Community**

**Recycling Feasibility Study**

# ***City of College Station***

## ***Major Projects and Initiatives***

### ***2009 – 2010***

**Other Financial Mechanisms for Roads: Evaluation, Direction**

**Traffic Engineering Division (in Public Works): Creation**

**Landfill/BVSWMA Litigation: Resolution**

**Tax Rate: Review and Direction**

**HOT Tax: Direction**

**Stormwater: Re-Evaluation, Project, Funding Direction**

**Zero Rise Ordinance: Development, Direction**

**Utility Service Extension Policy: Direction**

**Historic Preservation Overlay Area: Direction**

**Commercial Areas Redevelopment: Areas, Plan, Actions**

**Convention and Visitors Bureau: Evaluation, Performance Expectations**

**Retail Center Development (SH 6 and William D. Fitch Parkway)**

**Lynntech Science Park Master Plan: Development**

**Northgate District Streets, Parking and Facilities: Direction and Actions**

**Castle Rock Park: Design**

# ***City of College Station***

## ***Major Projects and Initiatives***

### ***2009 – 2010***

**Creek View Park: Design, Construction**

**Skate Park: Design, Construction**

**Reclaimed Water: Options, Direction, Actions**

**Tree Ordinance: Development, Direction**

**LEED and Building Code: Direction**

**Rock Prairie Widening Project: ROW Acquisition**

**2818/Wellborn Flyover (TxDOT) Project**

**Texas Avenue Streetscape Project**

**Banking Services: Direction**

**Veterans Memorial Ring Trail System: Plan, Direction, Funding**

**Holleman Extension: Funding, Design, Construction (South of 2818)**

**Barron Road Project (BTU Utility Lines)**

**Red Light Cameras Program: Public Information**

**Rock Prairie Road Truck Traffic Restrictions: Evaluation, Direction**

**Renew Well 4 Lease: City of Bryan Approval**